The Role Of Leadership And Motivation In Improving Employee Performance

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Abstract

Purpose – This research was conducted at the Office of Youth and Sports, Tourism and Creative Economy (Disporapar). The purpose of this study was to determine the influence of leadership dan motivation on the performance of employees of the Youth and Sports, Tourism and Creative Economy Services (Disporapar). **Methodology/approach –** The population in this study was 43 people from the Youth and Sports, Tourism, and Creative Economy Service (Disporapar). The method of determining samples in this study used saturated or census samples. The data used are primary data and secondary data. The data analysis method used is the multiple linear regression method. **Findings –** The findings demonstrated that motivation and leadership have a favorable impact on worker performance. Leadership and motivation had a 60.1% impact on staff performance, while other factors had a 39.9% impact. And the dominant variable that affects employee performance is the leadership variable, it can be concluded that the leadership in the Youth and Sports, Tourism, and Creative Economy Service (Disporapar) has been good in influencing employee performance. **Novelty/value –** This research discusses theories about human resources and contributes to expanding the literature on leadership, organizational culture, and employee performance from the organizational context.
Keywords: Leadership, Motivation, Employee Performance, Disporapar

INTRODUCTION

An established agency or organization naturally has short-term and long-term goals. To obtain a predetermined intention, the organization's human resources must be planned and managed properly (Alhidayatullah & Aziz, 2022). The progress or retreat of an organization can be traced in part to its human resources, which are the most important assets of the organization (Aziz et al., 2022). Therefore, organizational resources must be treated fairly and satisfactorily to maximum performance. To continue to survive in global competition, every organization must be able to compete. Strengthening the company's capacity and human resources is one of the strategies to remain competitive. However, because the success of a leader depends on the capacity of his human resources, the problem of human resources becomes a challenge for management (Wahyuni & Naryono, 2021). Organizations will continue to operate efficiently if their human resources can do so, and vice versa. This implies that an organization's ability to survive depends on the effectiveness of its workforce. According to (Saluy et al., 2022) the right man in the right place and the right job must always be the guiding principle of human resource management. This means that it must be able to identify the number, caliber, and placement of an effective workforce in accordance with the needs of the company based on job descriptions, job specifications, job recruitment, and job evaluations as well as identify the withdrawal, selection, and placement of employees.
Along with the changes in the current era of globalization, leadership issues always give an interesting impression. Whether an organization or company will succeed or fail, is largely determined by leadership. Leadership is an important component of any business or organization, and a leader must have skills in briefing his employees (Bernanthos & Bernanthos, 2018; Desthiani, 2018). The followers of their leaders are inspired to go above and beyond what is often expected of them, according to the transformational leadership

theory, because they trust and respect them. Four categories of behavior—individual consideration, intellectual stimulation, idealism influence, and motivational inspiration—are used by transformational leaders to enforce their leadership (Irawan et al., 2019).

The challenge that a leader needs to overcome is to motivate subordinates to always be willing to exert their best efforts for the benefit of their group or organization. Many leaders take advantage of their power by giving orders to the employees under them regardless of the condition of their subordinates. The success or failure of the previously established organizational goals can be determined by management performance, which also demonstrates how much the current leadership contributes to the institution. In a favorable and supportive environment, leaders frequently influence dispute-resolution techniques and boost cooperation among their followers (Tahar & Akhid Abdillah, 2021).

In addition to the leading factor that can influence employee performance, namely work motivation (Handayani & Arrosid, 2021). Motivation has inseparable characteristics from human nature, which each has a different character. The degree to which work motivation influences a person's performance depends on the leader's level of motivation. Work motivation is one of the aspects that also determines a person's performance. Work motivation is an impulse of will that affects the behavior of workers to try to improve their performance due to the belief that the improved performance has benefits for themselves (Alhidayatullah et al., 2023; Wibisono et al., 2018).

Based on Government Regulation No. 46 of 2011, the performance assessment of civil servants is a periodic assessment of the implementation of the work of a Civil Servant. The evaluation of each civil servant's performance is broken down into two parts: first, employee performance goals that are quantified in terms of quantity, quality, time, and cost. Second, leadership, cooperation, cooperation, discipline, dedication, and service orientation are all indicators of good work behavior. The preparation of Employee Work Goals (SKP) is required for all civil servants made at the beginning of each fiscal year which contains activities, duties, positions, and targets that must be achieved within a period of assessment that is real and measurable. The SKP must be approved and determined by the assessing officer as an employment contract. Where the standard employee performance scores are >90 (excellent), 76-90 (good), 61-75 (sufficient), 51-60 (less), and <50 (bad).

To overcome these problems, and follow up on the issuance (Government Regulation of the Republic of Indonesia Number 46 of 2011, 2011), The Sukabumi City Government issued Mayor Regulation Number 52 of 201 8, and the Mayor's regulation related to additional performance-based employee income has been changed twice, namely Number 2 of 2019 and the latest is   (Sukabumi Mayor Regulation Number 121 of 2021, N.D.) about Employee Performance Assessment in Sukabumi City Government Environment. The objectives to be achieved from the enactment of Mayor Regulation No. 121 of 20 21 are: improving the quality of community services in Sukabumi City, improving discipline for civil servants, improving the performance of civil servants, improving the justice and welfare of civil servants, and improve the integrity of civil servants.

With the enactment of Mayor Regulation No. 121 of 2021, the Sukabumi City Personnel and Human Resources Development Agency have implemented a Civil Service Performance Assessment System within the Sukabumi City Government, without exception the Youth, Sports, Tourism and Creative Economy Office (Disporapar). Depending on the evaluation's findings of the annual performance of civil servants in the environment of the Sukabumi City Government was carried out within a period of 1 year during the period of 2021. So that employees voluntarily carry out each of their duties in earnest. From the explanation above, this study aims to determine the influence of leadership and work motivation on employee performance at the Youth, Sports, Tourism, and Creative Economy Office (Disporapar) of Sukabumi City. Here's the paradigm of this study:
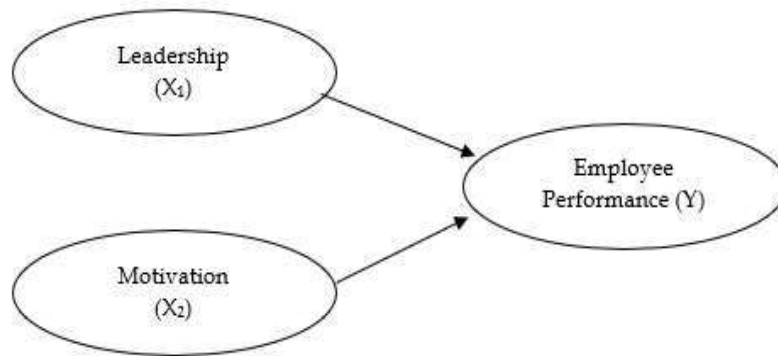
Figure 1. The Effect of Leadership and Motivation on Employee Performance

METHOD

This research belongs to the field of causal associative research that uses quantitative methodology. The objective of causal associative research is to ascertain how two or more free variables interact(Sugiyono, 2019). The factors that this study will explain are the influence of leadership and motivation on employee performance. Since the data necessary to study the influence between factors can only be expressed as numbers, quantitative techniques are applied. The population of this study was all employees of the Sukabumi City Youth, Sports, Tourism, and Creative Economy Office (Disporapar) which amounted to 43 people, and all of them were used as research samples. The method used to collect the data in this study was a questionnaire, which consisted of a series of written questions designed to obtain information from respondents in the form of narratives about their own or familiar experiences. The list of questions in this questionnaire uses a Likert scale of 1-5, with issues related to leadership, motivation, and employee performance. In this study, the data analysis technique used was multiple linear regression analysis and used tools in the form of SPSS program computer *software*, which is a computer program used to analyze data with statistical analysis. This data analysis technique aims to find the results of the study, and from these results, a conclusion can be drawn.

RESULT AND DISCUSSION
Characteristics of Respondents

There were 43 respondents as a sample in this study. It is known that male device players make up the majority of respondents' characteristics. The more dominant age range is the age of 23 - 55, with an education level of S1 and S2. The data can be observed in the following table:

Table 1. Characteristics of Respondents

Information	Respondent	Percentage
1. Gender		
Male	25	58.14%
Female	18	41.86%
2. Age		
23 – 30	12	27.9%
31 – 45	19	44.2%
46 – 55	12	27.9%
3. Education Level		
S2	5	11.63%
S1	38	83.37%

Test Classical Assumptions
Normality Test

According to the statistical theory of linear models, only the residual variable dependent (Y) should be checked for normality, and the independent variable t in the estimation has no distribution role. Therefore,

normality testing is not required. The normality test of one Kolgomorov-Smirnov sample yielded p = 0.863 > 0.05 which indicates a normal data distribution.

Table 2. *One Sample Kolgomorov-Smirnov Test*

	Unstandardized Residual
N	43
Asymp. Sig. (2-tailed)	,863[c,d]

(Source: Data processing results, 2023)

Multicollinearity Test

The multicollinearity test aims to ascertain whether or not variable independent regression models correlate in a valid regression model. Pay attention to the *tolerance* and *Variance Inflation Factor* (VIF) values to see if the regression model has multicollinearity. The regression model's lack of multicollinearity between free variables can be rectified if the VIF value is less than 10 and the tolerance value is greater than 0.1 (Ghozali, 2016). The table below illustrates it:

Table 3. Multicollinearity Test

Variable	Tolerance	VIF	Information
Leadership (X_1)	0,995	1,005	Not Multicollinearity
Motivation (X_2)	0,995	1,005	

(Source: Data processing results, 2023)

Heteroskedasticity Test

The heteroskedasticity test serves to prove whether there is a variance inequality between different observation residuals in regression. The distribution of free variables is described by heteroskedasticity. A reliable regression model is indicated by a random distribution, in other words, heteroskedasticity does not occur. A scatterplot with a spreading point above and below zeros on the Y axis is used to test for heteroskedasticity. It is clear from the *scatterplot* chart that the scatter point is erratic and is above and below the zeros on the Y axis.
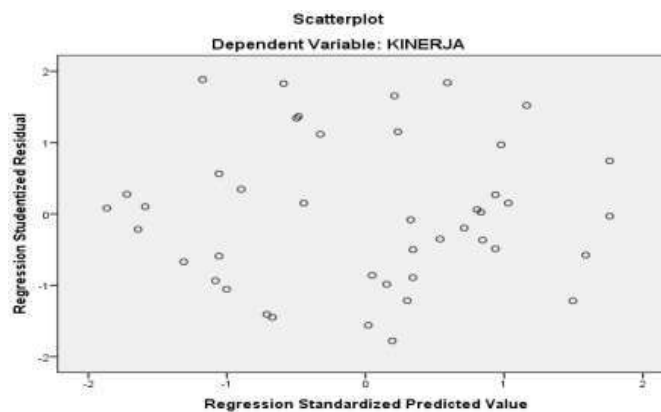
Figure 2. Scatterplot Chart

Results of Multiple Linear Regression Analysis

Based on the multiple regression analysis tests, the regression equation is Y = 0.586 + 0.586 X_1 + 0.449X_2, with the significance of the *p-value* leadership variable 0. 000 < 0.05 and variable motivation *p-value* 0. 000 < 0.05. Test F sig value. 0. 000 < 0. 05; that there is an influence of leadership variables and work motivation (independent) on employee performance variables (dependent). The adjusted R square test yielded a score of 0.601, indicating that free variable variation can account for 60.1% of employee work while other variables account for the remaining 39.9%. Leadership has an impact on employee performance with a value of 0.667, while motivation has an impact on employee performance with a value of 0.470. This means that leadership variables have a greater influence in influencing employee performance.

Table 5. Multiple Regression Test Results

Research Variables	B	Beta	t	Sig.
Leadership (X_1)	0,293	0,667	2,841	0,004
Motivation (X_2)	0,399	0,470	3,105	0,001

R Square   = 0,620
Adjusted R^2 = 0,601
F_{count} = 32,568
Probabilitas F =   0,000

Discussion

Several things can be explained based on research findings on how employee performance is affected by leadership and motivation in the Youth, Sports, Tourism and Creative Economy Office (Disporapar) as follows:

Leadership towards Employee Performance

The average figure in the distribution table is 70%, this explains the positive influence of leadership variables on employee performance at the Sukabumi City Youth, Sports, Tourism, and Creative Economy Office (Disporapar). The probability value of its significance is 0.00 0 < 0.05, a leader who has a good relationship with subordinates, makes employees feel happy in carrying out their work activities.   This indicates that employee performance will develop if the leadership of the Sukabumi City Youth and Sports, Tourism, and Creative Economy Office (Disporapar). The findings of this study are in line with those (Hasni et al., 2020), What disagrees is the research stating that employee performance is not influenced by leadership (Fonseca Da Costa Guterresa et al., 2020; Heystek & Emekako, 2020).

The existence of the leadership k is crucial for the direct activities of employees because, without the direction of the leader who is quality, employees will be wrong in making every decision that exists so it will have an impact on making less representative decisions. This is because employee performance is also influenced by other variables that are not studied, in addition to being influenced by free variables, namely leadership.

Work Motivation towards Employee Performance

The upper average of the distribution table and the significance probability value of 0. 000 < 0. 05 shows that the performance of employees of the Youth, Sports, Tourism, and Creative Economy Office (Disporapar) of Sukabumi City is positively influenced by variable motivation. Employee motivation at work affects performance because good work motivation will be able to improve employee performance. Human resources are said to be motivated to work if they are enthusiastic about their work and feel at home there. This is because employee performance is also influenced by other variables that were not studied in this study, in addition to being influenced by the free variable (X_2), namely motivation. The findings of this study are consistent with previous studies (Bastari et al., 2020; Wuryani et al., 2021).

The existence of good work activity is very important for the direct work of an in carrying out his duties and obligations. Without high motivation, employees will lack enthusiasm in carrying out their work and work at will so which will have an impact on the decline in the performance of employees of the Youth, Sports, Tourism and Creative Economy Office (Disporapar) of Sukabumi City.

Leadership and Work Motivation towards Employee Performance

Leadership and motivation variables positively affect employee performance. Employee work is influenced by leadership and motivation by 0.60 1 or 60.1%. In addition to leadership and work motivation, it was explained that other variables were not included in this study affecting employee performance. This research is in line with the state (Dewi & Wibowo, 2020; Lolowang et al., 2019; Susanto & Nopiyanti, 2020)that employee performance is influenced by leadership and work motivation.

Good leadership and work motivation from a leader will certainly have a good influence on employees, but leaders who are unable to lead and provide work motivation to employees will cause the employee to work not optimally.

CONCLUSION

Statistical test analysis shows that leadership and motivation have a positive effect on the performance of employees of the Sukabumi City Youth, Sports, Tourism, and Creative Economy Office (Disporapar). The results of this research are expected to contribute to the world of academia, and managerial agencies where research and addition to expanding knowledge for researchers. It is hoped that this research will have an impact on the world of education, government agencies, and other agencies in applying leadership and motivation to employees. The limitation of this study is that there is a small population that can be sampled. It is hoped that this research can be a reference for other researchers who research related to leadership and motivation for employee performance, and suggestions for future research so that it can involve many agencies, add respondents, and add interview methods to strengthen quantitative data from the distribution of questionnaires.

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